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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL

PROG NO	PROG NAME	ACTIVITY	EMPLOYEE	TIME
8	IR&DS	8A17	SUBJECTIVE SMOKING PANELS	
		Cost Center: 2R2		
			LAM, KAI	0.1
			M/Y Subtotal for 2R2 / 8A17 :	0.1
		Cost Center: 5R4		
			BEVIER, ELIZABETH	0.1
			CRAVOTTA, THOMAS	0.1
			DEANE, KAREN	0.5
			DEANE, KAREN	0.55
			DUNAWAYJR, HARRIS	0.1
			FTD SUBJECTIVE PANE	2
			HOSKIN, BONNIELEE	0.1
			KROUSTALIS, CHRISTO	0.1
			MAXWELL, HOWARD	0.1
			PFLUEGER, JAMES	0.1
			RUZIAK, JOSEPH	0.1
			SHERRON, JAMES	0.1
			SKALAK, ROBERT	0.1
			SPRULL, DAVID	0.1
			SWAIN, JAMES	0.1
			TAYLOR, BARBARA	0.1
			WILLIS, VIVIAN	0.1
			WOODSON, BEVERLEY	0.1
			YATRAKIS, GEORGE	0.1
			M/Y Subtotal for 5R4 / 8A17 :	4.65
		Cost Center: 5R5		
			ATKINSON-BALLOS, D	0.02
			M/Y Subtotal for 5R5 / 8A17 :	0.02
		Cost Center: QZ93		
			JACKSONJR, ANDREW	0.1
			PARRISH, KARLA	0.1
			SHELTON, JANET	0.1
			M/Y Subtotal for QZ93 / 8A17 :	0.3
			M/Y Total for 8A17 :	5.07

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL

PROG NO	PROG NAME	ACTIVITY	EMPLOYEE	TIME
8	IR&DS	8A18	ARD-METHODS, QC, REPORTING, MAINTENANCE	
		Cost Center: 2R2		
			ARD 10-11	2
			ARD 7-9	1.25
			ARD ATOP	0.35
			BASSFIELD, RONALD	0.325
			DAVIES, BRUCE	0.3
			DAVIS, RICHARD	0.1
			HANDY, BETTY	0.15
			JENSEN, NANCY	0.15
			KINSER, ROBIN	0.2
			LEPHARDT, JOHN	0.2
			LYONS-HART, JIMMY	0.2
			MARRS, STEVEN	1
			RYANJR, WILLIAM	0.5
			SUMPTER, TERRY	0.4
			THOMASJR, CHARLES	0.1
			WOOTEN, JAN	0.25
			YANG, SZU-SUNG	0.3
			M/Y Subtotal for 2R2 / 8A18 :	7.775
		Cost Center: 2R5		
			FERGUSON, ROBERT	0.15
			M/Y Subtotal for 2R5 / 8A18 :	0.15
		Cost Center: 7R1		
			BLANKENSHIP, ROBE	0.4
			M/Y Subtotal for 7R1 / 8A18 :	0.4
			M/Y Total for 8A18 :	8.325

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris **CONFIDENTIAL**

<u>PROG NO</u>	<u>PROG NAME</u>	<u>ACTIVITY</u>	<u>EMPLOYEE</u>	<u>TIME</u>
8	IR&DS	8A19	PROCESS MONITORING	
		Cost Center: 2R2		
			DAVIES, BRUCE	0.06
			KURTH, PATRICIA	0.06
			PARRISH, MILTON	0.02
			M/Y Subtotal for 2R2 / 8A19 :	0.14
		Cost Center: 2R5		
			LEYDEN, DONALD	0.2
			M/Y Subtotal for 2R5 / 8A19 :	0.2
			M/Y Total for 8A19 :	0.34

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL

PROG NO	PROG NAME	ACTIVITY	EMPLOYEE	TIME
8	IR&DS	8A20 CIGARETTE DESIGN (COMPUTER AIDED)		
		Cost Center: 3R4		
			DANTE, HENRY	0.45
			KAO, JAMES	0.82
			NGUYEN, TUNG	0.8
			M/Y Subtotal for 3R4 / 8A20 :	2.07
		Cost Center: 5R3		
			NEWMAN, KENNETH	0.02
			M/Y Subtotal for 5R3 / 8A20 :	0.02
		Cost Center: 5R5		
			MAHER, ROBERT	0.3
			NEWMAN, DEBORAH	0.1
			M/Y Subtotal for 5R5 / 8A20 :	0.4
		Cost Center: 5R6		
			FINLEY, ARLINGTON	0.1
			MARTIN, PETER	0.05
			WASHINGTON, ZELITA	0.1
			M/Y Subtotal for 5R6 / 8A20 :	0.25
		Cost Center: 5R7		
			FLOYD, BARTON	0.1
			GOODMAN, BARBRO	0.1
			TAFUR, SUSAN	0.15
			M/Y Subtotal for 5R7 / 8A20 :	0.35
		Cost Center: 7R1		
			BEERS, FRED	0.8
			BLANKENSHIP, ROBE	0.02
			GOOD, BENNIE	0.25
			LEWIS, ALICE	0.35
			LIPPS, ROBIN	0.15
			NEWBY, TY	0.25
			STIMLER, JACK	0.4
			M/Y Subtotal for 7R1 / 8A20 :	2.22
			M/Y Total for 8A20 :	5.31

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL

PROG NO	PROG NAME	ACTIVITY	EMPLOYEE	TIME
8	IR&DS	8A21 PAPER TECHNOLOGY SUPPORT		
		Cost Center: 5R7		
			BOKELMAN, GORDON	0.15
			FLOYD, BARTON	0.1
			FORD, FREDDIE	0.5
			GAUTAM, NAVIN	0.1
			GOODMAN, BARBRO	0.35
			PETERS, MICHAEL	0.5
			TAFUR, SUSAN	0.2
			TRIPPET, RAYMOND	0.5
			WILDS, JOYCE	0.25
			M/Y Subtotal for 5R7 / 8A21 :	2.65
			M/Y Total for 8A21 :	2.65

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY

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PROG NO PROG NAME
8 IR&DS

ACTIVITY

8A22

C & D PILOT PLANT OPERATIONS

EMPLOYEE

TIME

Cost Center: 4R1

HOLLAND, TOMMY

0.05

M/Y Subtotal for 4R1 / 8A22 : 0.05

Cost Center: 4R3

C&DPILOTPLANTS

8

C&DPILOTPLANTS

2

C&DPILOTPLANTS

14

M/Y Subtotal for 4R3 / 8A22 : 24

M/Y Total for 8A22 : 24.05

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris **CONFIDENTIAL**

<u>PROG NO</u>	<u>PROG NAME</u>	<u>ACTIVITY</u>	<u>EMPLOYEE</u>	<u>TIME</u>
8	IR&DS	8A23	SEMI-WORKS	
		Cost Center: 4R5		
			SEMIWORKS 10-11	3.7
			SEMIWORKS 7-9	8
			SEMIWORKS ATOP	34
			M/Y Subtotal for 4R5 / 8A23 :	45.7
			M/Y Total for 8A23 :	45.7

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<u>PROG NO</u>	<u>PROG NAME</u>	<u>ACTIVITY</u>	<u>EMPLOYEE</u>	<u>TIME</u>
8	IR&DS	8A24	FACILITY ENGINEERING & MAINTENANCE	

Cost Center: 4R2

FACILITYENGR 10-11	1
FACILITYENGR 12+	1
FACILITYENGR 7-9	5
LOCAL10	23
LOCAL203T	6

M/Y Subtotal for 4R2 / 8A24 : 36

M/Y Total for 8A24 : 36

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL

PROG NO	PROG NAME	ACTIVITY	EMPLOYEE	TIME
8	IR&DS	8A25	ADMINISTRATION - ADMINISTRATIVE	
Cost Center: 1R1				
			BUGG, JOY	1
			FOUNTAIN, D	1
			MORRIS, G	1
			OPOCENSKY, M	1
			STEWART, H	1
M/Y Subtotal for 1R1 / 8A25 :				5
Cost Center: 2R2				
			MOORE, DELORISE	1
M/Y Subtotal for 2R2 / 8A25 :				1
Cost Center: 3R3				
			SATTERFIELD, MARY	1
M/Y Subtotal for 3R3 / 8A25 :				1
Cost Center: 4R2				
			BUTLER, WENDY	1
M/Y Subtotal for 4R2 / 8A25 :				1
Cost Center: 4R4				
			ALLISON, JOANN	1
M/Y Subtotal for 4R4 / 8A25 :				1
Cost Center: 4R5				
			COOPER, JENNIFER	1
M/Y Subtotal for 4R5 / 8A25 :				1
Cost Center: 5R2				
			SANDERFORD, FRANC	1
M/Y Subtotal for 5R2 / 8A25 :				1
Cost Center: 5R4				
			KHANALI, L	1
M/Y Subtotal for 5R4 / 8A25 :				1
Cost Center: 5R5				
			WINSTON, N.	1

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL

PROG NO	PROG NAME	ACTIVITY	EMPLOYEE	TIME
			M/Y Subtotal for 5R5 / 8A25 :	1
		Cost Center: 5R8		
			BRANDFORD,EURETA	1
			M/Y Subtotal for 5R8 / 8A25 :	1
		Cost Center: 6R3		
			CLARK, P	1
			M/Y Subtotal for 6R3 / 8A25 :	1
		Cost Center: 7R1		
			MOODY, D	1
			M/Y Subtotal for 7R1 / 8A25 :	1
			M/Y Total for 8A25 :	16

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL

PROG NO	PROG NAME	ACTIVITY	EMPLOYEE	TIME
8	IR&DS	8A26 ADMINISTRATION - MANAGERIAL - DOMESTIC		
Cost Center: 1R1				
			BURNLEY, H	1
			CARBONI, J	1
			ELLIS, C	0.65
			HOUGHTON, KEN	1
			LILLY, CLIFF	0.15
			MYRACLE, JIM	1
			WHIDBY, JERRY	0.1
			M/Y Subtotal for 1R1 / 8A26 :	4.5
Cost Center: 2R2				
			HANDY, BETTY	0.375
			KINSER, ROBIN	0.05
			M/Y Subtotal for 2R2 / 8A26 :	0.425
Cost Center: 2R5				
			FENNER, ROBERT	0.8
			FERGUSON, ROBERT	0.8
			NIXON, GERRY	0.48
			M/Y Subtotal for 2R5 / 8A26 :	2.08
Cost Center: 3R3				
			GRANTHAM, PATRICIA	0.31
			M/Y Subtotal for 3R3 / 8A26 :	0.31
Cost Center: 4R1				
			CALLAHAM, WILLIAM	0.35
			HOLLAND, TOMMY	0.35
			MOFFITT, ROBERT	0.75
			MURRAY, TYRONE	1
			M/Y Subtotal for 4R1 / 8A26 :	2.45
Cost Center: 4R2				
			BANKS, WILLIE	0.35
			FEE, MARK	0.35
			M/Y Subtotal for 4R2 / 8A26 :	0.7
Cost Center: 4R4				
			FOX, DAVID	0.1

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL

PROG NO PROG NAME

ACTIVITY

EMPLOYEE

TIME

NEPOMUCENO, JOSE

0.1

M/Y Subtotal for 4R4 / 8A26 : 0.2

Cost Center: 5R1

BICKETT, JOSEPH 0.85

COX, RICHARD 0.5

COX, RICHARD 1

DELLA CROSSE, F 0.9

HERETICK, RICHARD 0.5

LOPEZ, P. ALEJANDRO 0.85

M/Y Subtotal for 5R1 / 8A26 : 4.6

Cost Center: 5R3

AUTRY, DEBORAH 1

BALDWIN, SHERYL 0.1

NEWMAN, KENNETH 0.1

SMITH, JUDITH 0.1

M/Y Subtotal for 5R3 / 8A26 : 1.2

M/Y Total for 8A26 : 16.965

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL

PROG NO	PROG NAME	ACTIVITY	EMPLOYEE	TIME
8	IR&DS	8A27	ADMINISTRATION - MANAGERIAL - INTERNATIONAL	
Cost Center: 5R1				
BICKETT, JOSEPH				0.15
DELLA CROSSE, F				0.1
HERETICK, RICHARD				0.1
LOPEZ, P. ALEJANDRO				0.15
M/Y Subtotal for 5R1 / 8A27 :				0.5
Cost Center: 5R3				
SMITH, JUDITH				0.2
M/Y Subtotal for 5R3 / 8A27 :				0.2
Cost Center: QZ92				
ALTIZER, CHARLES				1
CLARK, STEVE				1
CONFER, ALAN				1
LIVELY, RONALD				1
SLAGLE, ROGER				1
M/Y Subtotal for QZ92 / 8A27 :				5
M/Y Total for 8A27 :				5.7
M/Y Total for Program No. 8 (IR&DS):				247.29

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY

Philip Morris CONFIDENTIAL

PROG NO **PROG NAME**

ACTIVITY

EMPLOYEE

TIME

9

R&DP

9A01

SECURITY

Cost Center: 7R1

CAD 7-9

0.85

M/Y Subtotal for 7R1 / 9A01 : 0.85

M/Y Total for 9A01 : 0.85

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY

Philip Morris CONFIDENTIAL

PROG NO	PROG NAME	ACTIVITY	EMPLOYEE	TIME
9	R&DP	9A02 R&D PLANNING		
Cost Center: 1R1				
			LILLY, CLIFF	0.15
M/Y Subtotal for 1R1 / 9A02 :				0.15
Cost Center: 2R5				
			ADKINS, RAY	0.35
M/Y Subtotal for 2R5 / 9A02 :				0.35
Cost Center: 3R3				
			SEEMAN, JEFFREY	1
M/Y Subtotal for 3R3 / 9A02 :				1
Cost Center: 7R1				
			ALLRED, MARK	0.15
			GOOD, BENNIE	0.15
			STIMLER, JACK	0.15
M/Y Subtotal for 7R1 / 9A02 :				0.45
M/Y Total for 9A02 :				1.95

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL

PROG NO PROG NAME
9 R&DP

ACTIVITY

9A03

SAFETY, ERT

EMPLOYEE

TIME

Cost Center: 1R1

Harold Burley
LILLY, CLIFF

0.1

M/Y Subtotal for 1R1 / 9A03 : 0.1

Cost Center: 2R2

FORTE, ROBERT

0.05

GRIFF, MICHAEL

0.05

HATHCOCKJR, STANLE

0.1

M/Y Subtotal for 2R2 / 9A03 : 0.2

Cost Center: 3R3

Linda Kneen 1.0

BURRUSS, TAMMY

0.1

FRISCH, ANDREW

1.25

JONESJR, JAMES

1

KAISER, RALPH

0.1

KANG, JOHN

1

PODRAZA, KENNETH

0.1

M/Y Subtotal for 3R3 / 9A03 : 3.55

Cost Center: 5R4

HOSKIN, BONNIELEE

0.1

MAIT, BARBARA

0.1

M/Y Subtotal for 5R4 / 9A03 : 0.2

Cost Center: 5R6

WASHINGTON, ZELITA

0.04

M/Y Subtotal for 5R6 / 9A03 : 0.04

Cost Center: 7R1

Paul Nunnally
CAD-7-9 2-95

0.05 0.1

M/Y Subtotal for 7R1 / 9A03 : 0.05

M/Y Total for 9A03 : 4.14

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY

Philip Morris CONFIDENTIAL

PROG NO	PROG NAME	ACTIVITY	TECNOLOGY ID,ASSESSMENT,EVAL.	EMPLOYEE	TIME
9	R&DP	9A04			
Cost Center: 2R1					
				SOLANA, RICHARD	0.02
				M/Y Subtotal for 2R1 / 9A04 : 0.02	
Cost Center: 2R5					
				ADKINS, RAY	0.25
				NIXON, GERRY	0.02
				M/Y Subtotal for 2R5 / 9A04 : 0.27	
Cost Center: 7R1					
				ALLRED, MARK	0.2
				BUCKNER, RONNIE	0.1
				DAUGHTRY, BRANT	0.15
				GOOD, BENNIE	0.15
				GREENE, RANDY	0.1
				LATIF, NICK	0.1
				LIPPS, ROBIN	0.2
				PALESIS, JOHN	0.2
				STIMLER, JACK	0.45
				M/Y Subtotal for 7R1 / 9A04 : 1.65	
				M/Y Total for 9A04 : 1.94	

Widby, Jerry

Technology Assessment
C.A.D. Inc.

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL

PROG NO	PROG NAME	ACTIVITY	EMPLOYEE	TIME
9	R&DP	9A05	CONTINUOUS IMPROVEMENT(FORUM,DIVERSITY, ETC.)	
Cost Center: 1R1				
			ELLIS, C	0.15
M/Y Subtotal for 1R1 / 9A05 :				0.15
Cost Center: 2R2				
			KINSER, ROBIN	0.05
M/Y Subtotal for 2R2 / 9A05 :				0.05
Cost Center: 2R5				
			FENNER, ROBERT	0.2
			FERGUSON, ROBERT	0.05
M/Y Subtotal for 2R5 / 9A05 :				0.25
Cost Center: 3R3				
			GRANTHAM, PATRICIA	0.05
			HAYES, CYNTHIA	0.05
M/Y Subtotal for 3R3 / 9A05 :				0.1
Cost Center: 3R4				
			<i>Ken Schaffer</i> KAO, JAMES	2.05 0.05
M/Y Subtotal for 3R4 / 9A05 :				2.1
Cost Center: 3R5				
			NICHOLS, CONNIE	0.025
M/Y Subtotal for 3R5 / 9A05 :				0.025
Cost Center: 4R1				
			HOLLAND, TOMMY	0.1
			MOFFITT, ROBERT	0.16
M/Y Subtotal for 4R1 / 9A05 :				0.26
Cost Center: 4R2				
			MCLAUGHLINJR, GEOR	0.05
			OLIVER, KEITH	0.05
M/Y Subtotal for 4R2 / 9A05 :				0.1
Cost Center: 4R3				
			LIEBERMAN, PAMELA	0.05
			NICHOLS, WALTER	0.05

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R&D 1994 MANPOWER ALLOCATION BY ACTIVITY Philip Morris CONFIDENTIAL

PROG NO PROG NAME

ACTIVITY

EMPLOYEE

TIME

PARKERJR, MARTIN

0.05

M/Y Subtotal for 4R3 / 9A05 : 0.15

Cost Center: 4R4

FOX, DAVID

0.05

PITTSJR, ROBLEY

0.05

VANMALSEN, MARK

0.05

M/Y Subtotal for 4R4 / 9A05 : 0.15

Cost Center: 4R5

GILBERT, MICHAEL

0.25

ROMIG, GARY

0.05

M/Y Subtotal for 4R5 / 9A05 : 0.3

Cost Center: 5R2

CORREA, EDILIA

0.1

ENNIS, DANIEL

0.05

KUESTEN, CARLA

0.03

M/Y Subtotal for 5R2 / 9A05 : 0.18

Cost Center: 5R3

NEWMAN, KENNETH

0.03

M/Y Subtotal for 5R3 / 9A05 : 0.03

Cost Center: 5R4

CRAVOTTA, THOMAS

0.05

WILLIS, VIVIAN

0.05

M/Y Subtotal for 5R4 / 9A05 : 0.1

Cost Center: 5R5

MAHER, ROBERT

0.05

SPRUILL, JANET

0.05

M/Y Subtotal for 5R5 / 9A05 : 0.1

Cost Center: 5R6

FINLEY, ARLINGTON

0.03

M/Y Subtotal for 5R6 / 9A05 : 0.03

Cost Center: 6R2

BANTY, TAMARA

0.025

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PROG NO PROG NAME

ACTIVITY

EMPLOYEE

TIME

M/Y Subtotal for 6R2 / 9A05 : 0.025

Cost Center: 6R3

SPIELBERG, CINDY 0.05

M/Y Subtotal for 6R3 / 9A05 : 0.05

Cost Center: P21

BOWLES, VALARIE 0.025

M/Y Subtotal for P21 / 9A05 : 0.025

Cost Center: QZ93

HICKLE, J 0.05

M/Y Subtotal for QZ93 / 9A05 : 0.05

M/Y Total for 9A05 : 2.175

M/Y Total for Program No. 9 (R&DP): 11.06

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PROG NO **PROG NAME**

ACTIVITY

EMPLOYEE

TIME

Grand Total : **611.98**

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